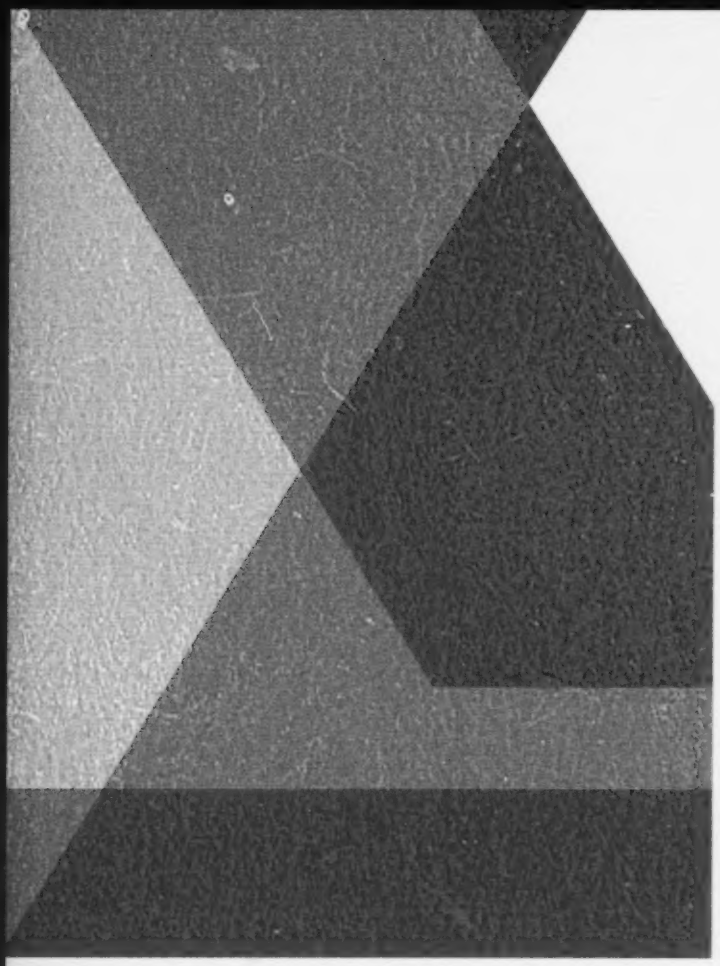


Business Plan

2018–19

Service Nova Scotia

NOVA SCOTIA

© Crown copyright, Province of Nova Scotia, 2018

Budget 2018–19: Business Plan
March 2018

ISBN: 978-1-55457-821-4

Contents

Message from the Minister 2
Message from the CEO 3
Service Nova Scotia Mandate 4
Priorities 4
  Actions 4
Core Responsibilities 5
  Actions 5
Service Nova Scotia Strategy Map 6
Financial Summary 8
Performance Measures 9

Message from the Minister

As Minister of Service Nova Scotia, I am pleased to present the 2018-19 Business Plan that outlines our strategic direction for the year ahead.

Service Nova Scotia's mission is to design and deliver programs and services to meet the needs of our clients and the public good through a culture of excellence. Our Office holds a unique position in government. Not only are we responsible for and deliver many diverse programs and services to Nova Scotians, we are also a service provider for many government departments. As a result, the Office touches every citizen and business in the province.

Our Office is recognized for its expertise in digital services. We will have a lead role this year moving more government services to a digital platform. Modernizing the registries - registry of joint stock companies, motor vehicle, land and vital statistics - is another priority for us as we work to upgrade dated systems to better meet the needs of our clients. Our team working in the registries division will start this year to modernize the registry of joint stocks. It is more than 20 years old making it the oldest of the four registries.

Helping government to reduce red tape for businesses is another priority for us. The Alcohol, Gaming, Fuel and Tobacco Tax team along with the teams in Business and Consumer Services and Registries work with their government partners and stakeholders to look for innovative ideas to help reduce the burden of red tape on businesses. They are making a significant contribution to the province's commitment to reduce the burden of red tape by $25 million by the end of 2018.

The team at Service Nova Scotia is constantly looking to see how they can become more client-focused and efficient to improve service to Nova Scotians. Staff throughout the office are committed to service excellence across all channels, improving our programs while being fiscally responsible. Thanks to our team's passion and commitment, we are consistently meeting our formal service standard to serve eighty per cent of our Access Nova Scotia Centre clients within twenty minutes or less. Changing and updating legislation in response to feedback from our stakeholders and introducing shorter turnaround times for processing incorporations are other examples of what we are doing to achieve client service excellence.

As our name states, we're here to serve Nova Scotians. I'm honoured to serve as Minister for an Office who truly has such a valuable impact on the lives of Nova Scotians. I look forward to working with the Service Nova Scotia team in the coming year as we continue our work to serve Nova Scotians with excellence.

Original signed by

The Honourable Geoff MacLellan
Minister, Service Nova Scotia

Message from the CEO

As CEO of Service Nova Scotia, I am pleased to present the 2018-19 Business Plan.

Our vision is to be a recognized leader in service excellence and public protection that delivers trusted, accessible and modern programs. This year, we will continue to modernize the programs and services we deliver to make them more convenient and efficient for our clients. We are transforming the way citizens access government services by continuing to develop client-centric, digital self-serve options that provide easy and convenient access to many programs and services.

In support of our service excellence mandate, we introduced a Client Experience Commitment this past fall. It is our team's commitment to put the client at the forefront of everything we do. We are working to continually improve our performance; we want to be innovative and client-focused, all while maintaining a strong focus on employee engagement and wellness.

We provide many diverse programs to Nova Scotians. Examples include but are not limited to: issuing birth, death and marriage certificates; compliance officers working with the RCMP to reduce contraband tobacco; administering the popular Heating Assistance Rebate program, serving clients at our Access Nova Scotia Centres and through the government Contact Centre, and responding to concerns from landlords and tenants protected through the Residential Tenancies Act. We also manage three of the four registries - joint stock companies, land and vital statistics and work with our partner department, the Department of Transportation and Infrastructure Renewal, to manage the registry of motor vehicles.

Our team has accomplished a great deal this past year, including:

- Close to one-million clients were serviced by our customer service representatives at Access Nova Scotia Centres and Registry of Motor Vehicle Offices
- Government Contact Centre employees answered three-hundred-and-fifty-thousand calls
- There were more than thirty-seven-thousand birth, marriage and death certificates issued by our Vital Statistics team and there were eight-thousand-six-hundred new business registrations processed by our business registration team.

I am proud of the work that our Service Nova Scotia team does. Their knowledge, professionalism and drive to continually improve has been and will continue to be key in delivering on our goals and business plan.

Our commitment to client service excellence anchors all that we do at Service Nova Scotia. We are excited about the work we are doing and the positive impact we are making on our province.

Original signed by

Joanne Munro
CEO, Service Nova Scotia

Service Nova Scotia Mandate

Everything the Office of Service Nova Scotia does is focused on serving the citizens and businesses of Nova Scotia. Service Nova Scotia delivers and administers high-quality, accessible programs and services for citizens and businesses across multiple channels, as well as the administration of a wide range of legislation and regulations. The Office's activities include:

- Maintaining the provincial registries of vital events, land, motor vehicles, and businesses
- In partnership with the Department of Transportation and Infrastructure Renewal (TIR), services relating to drivers and vehicles
- Processing services for licenses, permits, registrations, certificates, and refunds and rebates
- Empowering consumers and regulating Nova Scotia's consumer marketplace, balancing the need to protect citizens and ease of compliance for businesses
- Licensing and regulation of alcohol and gaming
- Undertaking compliance and enforcement activities related to fuel and tobacco licensing
- Collecting debts on behalf of the Crown and the Municipalities, Universities, School Boards, and Hospitals (MUSH) sector

Service Nova Scotia's mission is to design and deliver programs and services to meet the needs of our clients and the public good through a culture of excellence. Service Nova Scotia's vision is to be a recognized leader in service and public protection that delivers trusted, accessible, modern programs, and contributes to Nova Scotia as a safe and desirable place to live, work and do business.

Priorities

Service Nova Scotia is committed to excellence and innovation across all channels. The Office strives to make it simple and fast for Nova Scotians to interact with government through a diverse range of programs and services for the public good. Our actions will place an emphasis on investing in technology and governance to support program and service excellence focused on positive client experiences.

Actions

As part of a multi-year initiative, Service Nova Scotia will continue to advance the Registry Transformation Initiative. In 2018-19, Service Nova Scotia will;

- Implement a new IT solution for Registry of Joint Stock Companies (RJSC), which will lead to a significant reduction in regulatory and administrative burden for our clients.
- Continue to advance work on the modernization of the registries of Motor Vehicles, Vital Statistics and Land to Improve the way these services are delivered to Nova Scotians.

Service Nova Scotia is developing and executing a strategy for the transformation of digital services across government. The approach will involve developing best practices and standards

to be applied across government, enabling a consistent client experience, with the focus being on understanding user needs. In 2018-19, Service Nova Scotia will;

- Advance the creation of a digital strategy and operating model;
- Advance key digital program platform offerings (e.g. Digital Identity, Payment, and Notification services)
- Continue to support partnering programs and departments on their digital transformation initiatives

Service Nova Scotia will support the Department of Justice (DOJ) in ensuring Nova Scotia is prepared for the legalization of cannabis and that the legal market is well-regulated, with the health and safety of Nova Scotians being highest priority.

Service Nova Scotia will continue to work in collaboration with the Office of Regulatory Affairs and Service Effectiveness to achieve government's commitment to $25 million net savings to business through reduced regulatory burden by the end of 2018. In 2018-19, Service Nova Scotia will

- focus on reducing the compliance burden in the Office's programs and services through service enhancements and process improvements

Core Responsibilities

Service Excellence is at the heart of everything Service Nova Scotia does. The Office has identified three key focus areas to guide our efforts to become a recognized leader in service excellence. This focus will ensure that Service Nova Scotia is:

- accountable financially, managing our resources responsibly.
- responsive to citizens and businesses, with a client-centric focus
- an agile organization, with an engaged team, responding to evolving needs and making evidence-informed decisions.

Actions

- Continue to provide processing services for licenses, permits, registrations, certificates, and refunds and rebates, as well as provide contact centre services to clients across the Government of Nova Scotia;
- Ensure the client is at the heart of every transaction by delivering on our Client Experience Commitment of being respectful, fair, responsive and inclusive;
- Continue to administer and modernize the Heating Assistance Rebate Program (HARP);
- Continue Our Excellence Journey in partnership with Excellence Canada to achieve silver level certification in the Excellence Innovation and Wellness Standard;
- Implement a Citizen and Business Feedback Strategy to collect actionable data that will inform decision-making related to service excellence, program excellence, Red Tape Reduction, and public protection;

- Review, modernize and update legislation, regulations and programs to meet the evolving needs of citizens and business balanced with the public good;
- To continue with the investigation of potential Wildlife and Fishing e-Licensing solution in partnership with Department of Natural Resource (DNR) and Department of Fisheries and Aquaculture (DFA).

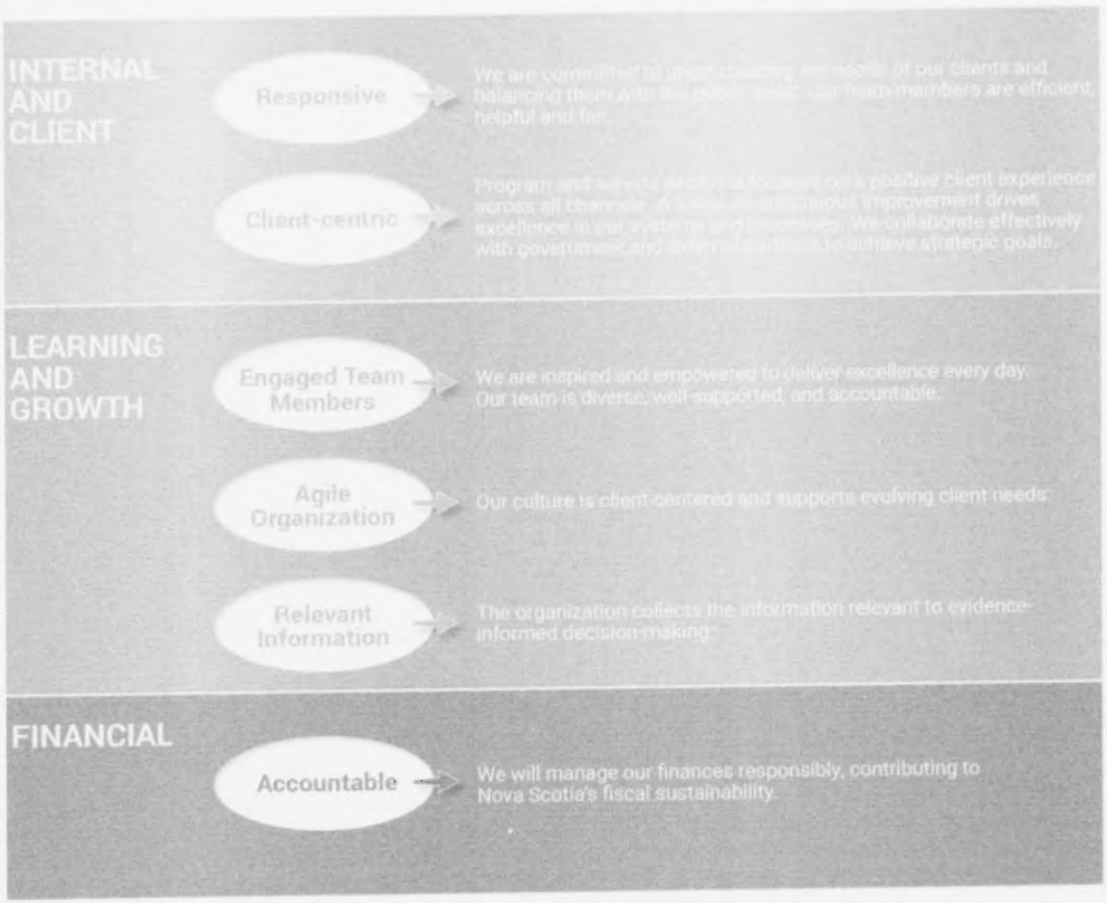
Service Nova Scotia Strategy Map

Strategic Outcomes

NOVA SCOTIA
NOUVELLE-ÉCOSSE

MISSION Service Nova Scotia designs and delivers programs and services to meet the needs of our clients and the public good through a culture of excellence.

VISION Service Nova Scotia is a recognized leader in service and public protection that delivers trusted, accessible, modern programs, and contributes to Nova Scotia as a safe and desirable place to live, work and do business.


INTERNAL AND CLIENT
Responsive
Client-centric
LEARNING AND GROWTH
Engaged Team Members
We are inspired and empowered to deliver excellence every day. Our team is diverse, well-supported, and accountable.
Agile Organization
Our culture is client-centered and supports evolving client needs.
Relevant Information
The organization collects the information relevant to evidence-informed decision-making.
FINANCIAL
Accountable
We will manage our finances responsibly, contributing to Nova Scotia's fiscal sustainability.

Financial Summary

Office of Service Nova Scotia			
	2017-2018 Estimate	2017-2018 Forecast	2018-2019 Estimate
Program & Service Area	($thousands)	($thousands)	($thousands)
CEO Chief Executive Office:	380	387	387
Strategy and Corporate Services	10,733	10,684	10,402
Client Experience	37,845	38,638	38,882
Program Modernization	30,044	30,479	30,688
Total Program Expenses	79,002	80,188	80,359
Ordinary Recoveries	1,525	375	1,525
TCA Purchase Requirements	6,940	815	3,718
Provincial Funded Staff (Net FTEs)	642.0	641.1	654.5

Performance Measures

	Baseline 2014/15	Target 2018/19
Annual percentage increase in debt collection	0.6%	3%
Number of Service Nova Scotia open data sets available online	n/a[1]	40[2]
Percentage of in-person clients served within 20 minutes	72%	80%
Percentage of calls answered within 20 seconds	46%	70%
Annual percentage increase in online transactions	n/a[3]	5%
Number of red tape reduction initiatives completed	n/a[1]	20[2]
Percentage of digital uptake for online vehicle permit renewal services	32.3%	40%
Percentage variance of period 10 budget forecast to year-end actuals	1.5%	<2%

Note(s):

1. Baseline not available as the initiative was not yet implemented
2. Target number reflects a cumulative total since initiative began in FY2015/16
3. Baseline data not available due to change in calculation and tracking.